

Leadership Barometer 143 Developing Leaders

by Bob Whipple, MBA, CPTD



Recently I was in a conversation about the importance of developing leaders in an organization. I believe it is the highest calling for leaders to grow other leaders, hence the name of my company: Leadergrow.

This imperative is not a random idea. It's an observation after nearly 60 years in the study and application of developing leaders. I am not the only person to have found a connection between great leaders and those who grow other leaders. For example, Tom Peters once wrote, "Leaders don't create followers, they create more leaders."

Become a Teacher and You Will Learn Better

The best leaders create the right kind of culture for people to rise to their highest level of engagement. As a side benefit, it is when we teach something to other people that we learn it best for ourselves. I learned that lesson long ago in business school.

I was struggling in Macro Economics and failing. When called upon to help another student who knew even less than me, I started doing better. My ultimate grade for the course was an "A." Something about becoming a teacher changes the ballgame in terms of our own ability to learn. When we become the teachers of developing leaders, we are actually helping ourselves as much as the leaders we mentor.

A Great Book on Developing Leaders

Bob and Gregg Vanourek have a term they use in their outstanding Leadership book, ***Triple Crown Leadership***. In horse racing, they have individuals called "stewards" who monitor the process of running a stable to ensure integrity.

Stewards in organizations are leaders who ensure people understand the desired culture and work to align the entire team. Bob explains that "Triple Crown Leaders" act as stewards who envision that each person really has two jobs.

The first one is the functional job of running the business in whatever capacity is evident on the organization chart. The second job is to be a steward of the culture they are trying to build. That means not only being a role model personally but also being a strong advocate and mentor for others. This practice helps the organization gain momentum, and trust grows rapidly.

Stewards have a mandate to be the preachers of the gospel of trust. They also must be the coaches and enforcers when they see some leaders not living up to the shared values. When a leader has a problem with following the values, he or she needs to go.

Compelling story from a CEO

Bob tells the story of when he interviewed Ursula Burns, the CEO of Xerox. He asked her what action they take when individuals do not follow the values. Before he had even finished the question, Ursula said, "We fire them."

When he asked about the warning process, she repeated, "We fire them." He gave her a third chance to equivocate, and she said, "Bob, you are not hearing me. If we find someone who does not live by our values, we fire the person."

Leaders as Teachers Learn More

Ed Betof wrote a book, ***Leaders as Teachers***, in which he describes the Leadership University at Beckton Dickinson. Rather than hire professional trainers to teach leadership development, they called upon the senior leaders to perform this vital task.

They noted that people enjoyed the training much more, and the skills translated more fully into the developing leaders. They also noted that the senior leaders themselves seemed to benefit from the work. They became more familiar with the breadth of leadership and more cognizant of their own actions in modeling the way.

My Personal Habit

My personal habit was to find ways to devote 30% of my calendar time to developing and conducting leadership training activities. I was a Division Manager at a Fortune 500 Company. My observation was that developing leaders was a better use of my time than tending to the details of the business. There were experts who were better than me with the various aspects of supply chain, information technology, finance, benefits, maintenance, etc.

My expertise was in creating the right culture, so I spent a great deal of time doing that. It allowed me to have fun while making a contribution to the lives of others in my organization.

Conclusion

The other side of the equation was that helping to grow other leaders caused me to become a more effective leader myself as well. It is like spreading pixie dust. It really works! In the end, you get a lot of dust on yourself, but who cares, it's the right kind of dust!

Bob Whipple, MBA, CPLP, is a consultant, trainer, speaker, and author in the areas of leadership and trust. He is the author of: *The Trust Factor: Advanced Leadership for Professionals*, *Understanding E-Body Language: Building Trust Online*, and *Leading with Trust is Like Sailing Downwind*. Bob has many years as a senior executive with a Fortune 500 Company and with non-profit organizations.

